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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS 2020/2021 ACADEMIC YEAR

THIRD YEAR SECOND SEMESTER

MAIN EXAMINATION

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCH 361E

COURSE TITLE: CULTURE AND MANAGEMENT

DATE: 03/08/2021

TIME: 9.00AM-11.00AM

INSTRUCTIONS TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

TIME: 2 Hours

KIBU observes **ZERO** tolerance to examination cheating

QUESTION ONE

CASE STUDY- COMPULSORY

The Managing Director of a manufacturing company in a number of countries has just returned from a workshop on aspects of organizational culture and its influence on strategy and marketing of their product and service. The company has been recruiting their employees from a diverse cultural background. The MD is of the view that there should be a cultural change so as to adapt emerging issues in the market place. For example in advertising product and service offerings , consideration should be given to the diverse markets in which their products are sold tailored to local language to achieve effective and efficient delivery of the message. It is expected that this shift in strategy would result in good performance in terms of improved market share. The MD has appointed the heads of marketing and human resource to lead a cross functional team comprising of representatives from marketing, production, Finance, human resource and operations in this endeavor. The heads of Marketing and human resource are expected to prepare a brief for every member of the cross functional team on the prevailing situations before they embark on this exercise.

Required:

- i) Give two views/perspectives of management and explain the roles of managers in an organization (10 marks).
- ii) Examine cross cultural issues in business communication. (10 marks).
- iii) Explain what you understand by the term culture (5 marks).
- iv) Explore cultural change as suggested by Elton Mayo (5 Marks).

QUESTION TWO

- i) Explain the importance of structure in an organization (10marks)
- ii) Analyze culture shock and its main stages in multinational cooperation (10 marks)

QUESTION THREE

- i) As a manager explore the importance of people as a resource in an organization (10 marks).
- ii) Examine which factors influence organizational culture (10 marks).

QUESTION FOUR

- i) Explain the cultural characteristics of dynamic company as expounded by Pumpin (10 marks).
- ii) Explain how a multinational would manage its human resource (10 marks).

QUESTION FIVE

- i) Examine the influence of culture in consumption of goods and services (10 marks).
- ii) Discuss the concept of culture web (10 marks).